Standard Procurement System

Serving the Warfighter Around the World

SPS

Standard Procurement System

Program Manager's

Presentation to the:

Standard Procurement System

Users' Group

Presented By:

COL Jacob N. Haynes

23 April 2002

My Vision for SPS...

The SPS Program will become the Standard for Successful Program Management and Integrated, Empowered, Win / Win Teaming Relationships. Our Efforts will Dramatically Change the Defense Procurement Landscape Bringing Efficiency and Improved Processes to the Warfighter Around the World

Initial Joint Program Objectives

- **Transition to a Process Centric Program**
  - Immediate Change to Requirement Generation Process
  - Control Software Release Content
- **Total Re-Engineering of the Test Process**
  - Work Within the Contract Limitation, But Make a Difference Now !
  - Explore Alternative Test Methods Until Target Test Lab is Mature
  - Integrated Test Program (Decentralized)
- **Reduce Total Program Cost**
  - Visibility & Management of Every Aspect of the Program
  - Efficiency by Active Management
- **Make Configuration Management the Center of Gravity**
- **Decentralize Management of Program, Empower Staff to Manage Risk - Not Avoid It !**
- **Develop a Project Plan for "Everything" We Do**
  - Ultimate Goal is an Integrated Schedule

What's Different at the JPMO?

➢ **Focus from <u>NOW ON</u> is:**
  ➢ Cost - Schedule - Performance - Risk Management
  ➢ The Customer!
  ➢ Cooperative Engagement as Opposed to Threat Based
    ➢ Common Understanding of Issues
    ➢ Real Integrated Communication towards Resolution of Issues
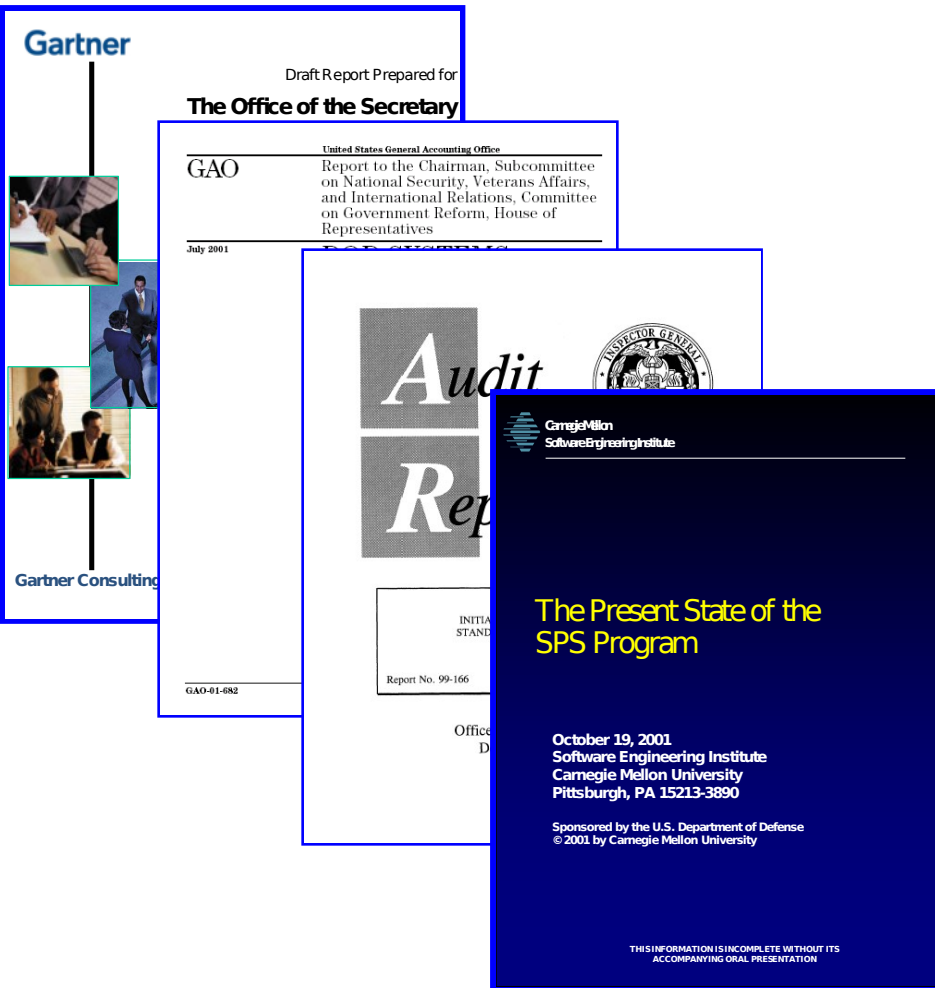   ➢ Reformation of the SPS Team

> **Great People
> Plus Great Work Equals a
> Great Program!**

Joint PMO Actions and Initiatives

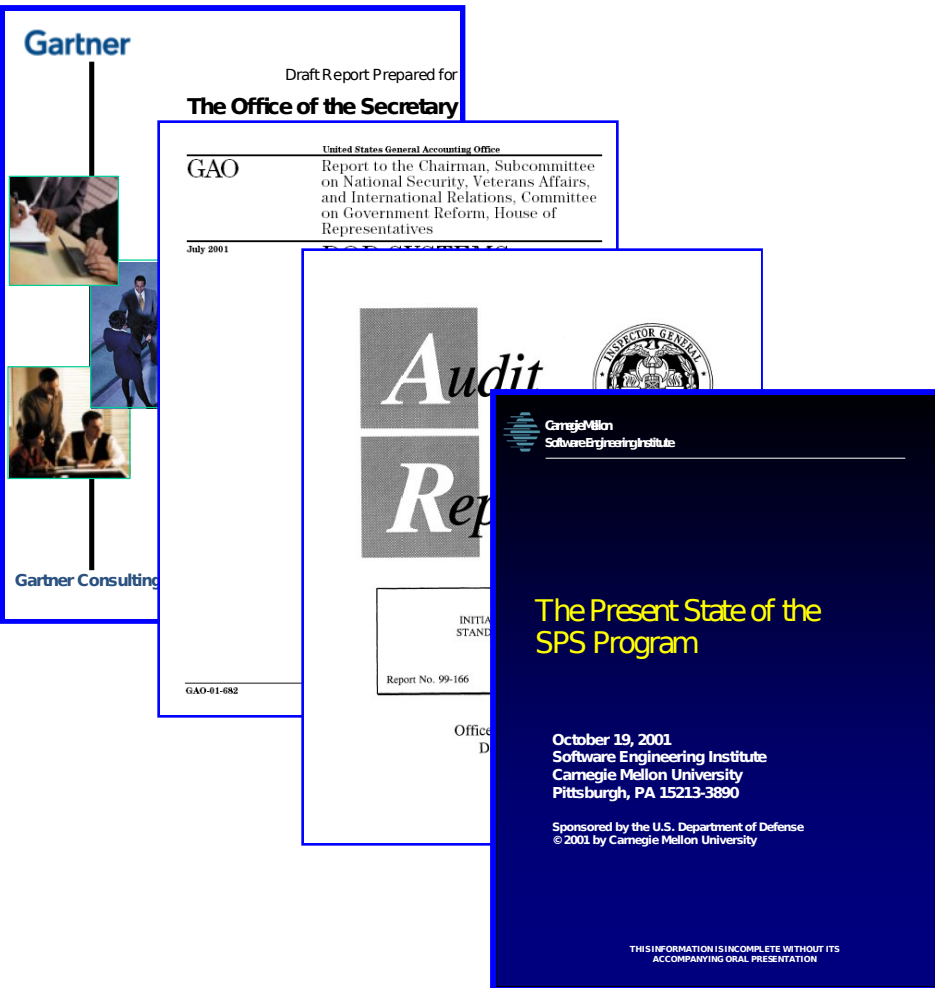> **JPMO actions and initiatives based on findings and recommendations from the:**
>> Gartner Consulting Independent Review of the Standard Procurement System Program (Draft)
>> General Accounting Office – Continued Investment in SPS Has Not Been Justified
>> DOD Inspector General Audit Report (99-166)
>> Software Engineering Institute – Present State of the SPS Program "Quick Look"
>> PMR (DDP)

Recommendation Center of Gravity

Gartner

Draft Report Prepared for

The Office of the Secretary

United States General Accounting Office

GAO   Report to the Chairman, Subcommittee on National Security, Veterans Affairs, and International Relations, Committee on Government Reform, House of Representatives

July 2001

Gartner Consulting

Audit

Report

INITIA...
STAND...

Report No. 99-166

GAO-01-682

Office...
D...

Carnegie Mellon
Software Engineering Institute

The Present State of the SPS Program

October 19, 2001
Software Engineering Institute
Carnegie Mellon University
Pittsburgh, PA 15213-3890

Sponsored by the U.S. Department of Defense
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THIS INFORMATION IS INCOMPLETE WITHOUT ITS
ACCOMPANYING ORAL PRESENTATION

- ➢ **Governance**
  - ➢ Organizational Accountability
  - ➢ Functional and acquisition Management
- ➢ **Contract Structure**
- ➢ **Technical**
  - ➢ Requirements Management
  - ➢ Test Processes
- ➢ **Benefit / Investment Analysis**
- ➢ **Performance Measurement**
- ➢ **Quality**
  - ➢ User Satisfaction & Productivity
  - ➢ Quality Improvement
- ➢ **Personnel Resources**

JPMO Initiatives and Actions

- ❖ **Re-energize Acquisition Oversight**
  - ➢ Instill discipline in oversight process
- ❖ **Re-align JROB/JRB/ESG Responsibilities**
  - ⬭ Re-designate current JROB to provide Executive direction and guidance
  - ⬭ Re-direct JRB efforts for requirement definition
- ❖ **Formalized IPR, concentrating on C/S/P**
- ❖ **Update all acquisition documentation in support of MS decision**
- ❖ **JRB Center of Gravity**
  - ⬭ Detailed IPR for reconciliation
  - ⬭ JRB Prioritized Functional Description
    - • Indispensable to requirements process and
    - user satisfaction

Functional & Acquisition Management

ESG
- Vision
- Conflict resolution

ASD(C3I)
OIPT Lead and MDA

JROB
Approves requirements, validates priorities, coordinates cost and schedule

PEO
Technical Acquisition Management

JRB
Clearly defines requirements, assigns priorities

PM
Acquisition Management

- ➢ **Governance**
  - ➢ Organizational Accountability
  - ➢ Functional and acquisition Management
- ➢ **Contract Structure**
- ➢ **Technical**
  - ➢ Requirements Management
  - ➢ Test Processes
- ➢ **Benefit / Investment Analysis**
- ➢ **Performance Measurement**
- ➢ **Quality**
  - ➢ User Satisfaction & Productivity
  - ➢ Quality Improvement
- ➢ **Personnel Resources**

Serving the Warfighter Around the World
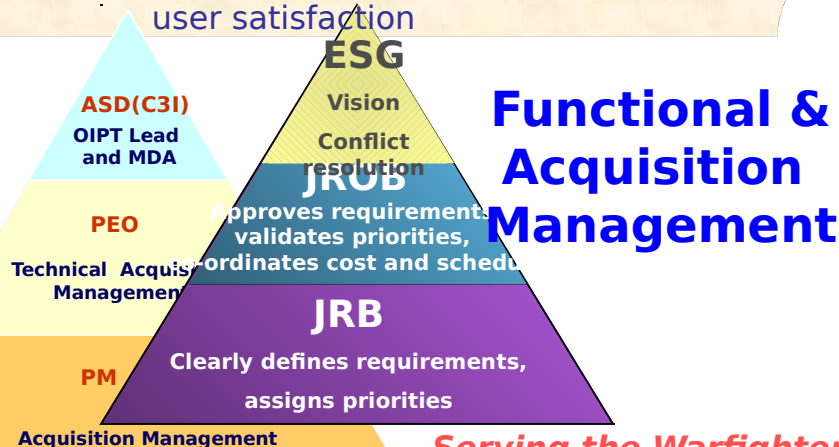
JPMO Initiatives and Actions

Re-Engineered Test Process
- Organic test support
- Three-tier test process
  - IV&V, SAT , LSVT

Functional Description
- Functional Design Review/Testability Triad
- Decentralized test center approach in early phase of development

Functional Description (JRB)

Formal Functional Design Review (Programmer)

Testability/Scripts (IV&V)

Configuration Management

Requirement—Design—Test = Acceptance

➢ **Governance**
  - ➢ Organizational Accountability
  - ➢ Functional and acquisition Management

➢ **Contract Structure**

➢ **Technical**
  - ➢ Requirements Management
  - ➢ Test Processes

➢ **Benefit / Investment Analysis**

➢ **Performance Measurement**

➢ **Quality**
  - ➢ User Satisfaction & Productivity
  - ➢ Quality Improvement

➢ **Personnel Resources**

JPMO Initiatives and Actions

❖ Designated Quality/User Satisfaction Manager
- Ms Liz Goodin

❖ Configuration Manager

❖ Requirements Process Energized
- Revisited over 1500 deferred maintenance Issues "Black Hole"
- JRB Prioritized Each Software Deficiency Report
- IPR validated progress
- JRB recommended 4.2 Core and subsequent releases based on total PD2 software issue

New Process for Schedule Development

Timeline = Individual Service Project Plans

Total Number of Joint Prioritized 1s and 2s Requirements

4.2 Core

All Prioritized Requirements are designed and scheduled to meet major DoD business initiatives

| Core Incre 1 | Core Incre 2 | 4.2a | 4.2b | 4.2c |

For the First Time, Packaged Prioritized Releases !

Serving the Warfighter Around the World 1

➢ **Governance**
  - ➢ Organizational Accountability
  - ➢ Functional and acquisition Management
➢ **Contract Structure**
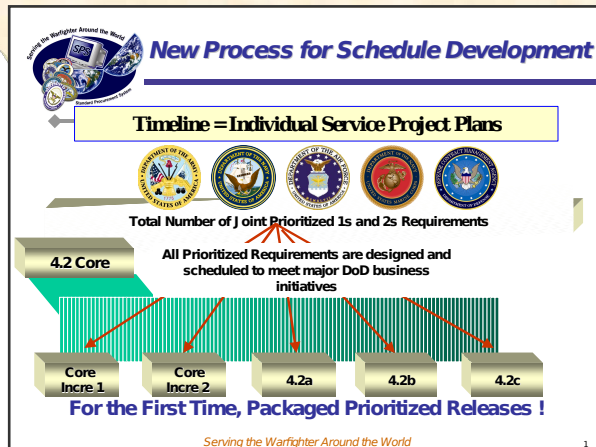➢ **Technical**
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➢ **Quality**
  - ➢ User Satisfaction & Productivity
  - ➢ Quality Improvement
➢ **Personnel Resources**

JPMO Initiatives and Actions

User Satisfaction (Manage User Expectation)

- Comprehensive web site
- News letter (Revisited)
- Sight visits by PM
- Informational E-mails
- Integration of Component Management Offices and Desk Officers into TOTAL JPMO Process
- User satisfaction metrics
- Revisit every deferred deficiency
  - JRB prioritized and closed
- Productivity Study for '01 complete
  -- Developing options for '02
- Two-hour block for each CON 301 session

Governance
- Organizational Accountability
- Functional and acquisition Management

Contract Structure

Technical
- Requirements Management
- Test Processes

Benefit / Investment Analysis

Performance Measurement

Quality
- User Satisfaction & Productivity
- Quality Improvement

Personnel Resources

SPS Strategic Pause

➢ **Strategic Pause directed by Mr. Michael Wynne, Deputy USD (AT&L)**

➢ **Major Focus of Strategic Pause is to:**
  ➢ Address Customer Satisfaction Issues
  ➢ Revise & Bring into Compliance DoD 5000 Documentation
  ➢ Emplace New Processes for Program Management
  ➢ Develop Transition and Model Contract for Software Development

SPS Functional and Acquisition Management

Executive Steering Group
Vision, Conflict resolution

Joint Requirements Oversight Board
Approves requirements, validates priorities, co-ordinates cost and schedule

Joint Requirements Board
Clearly defines requirements, assigns priorities

Service Representation

ASD(C3I)
OIPT Lead and MDA

Program Executive Officer
Technical and Acquisition Management

Program Manager
Acquisition Management

Acquisition Management

Functional Management

Functional Requirements Process

Component JRB Representatives

Shaded Names are on-Site working Daily

Larry Rosendorf
Sherry Hedding

Kristine Orr
Robert Cooper

Greg Plasters
Theresa Agnello
Lisa Boeckmann
Dale Siman

Joe Ryder
Kate Ehrle

Dave Guinasso
Arthur Halperin

Anita Hill
Capt Lacy

Patty Matyskiela
Larry Miller

Requirements Process, then and now

Previously under JRB Charter

Tell "What" and Not "How"

Result:
- Application not FAR or DFARS Compliant
- Application had Limited Capabilities Beyond Simplified Acquisition
- Growth in Statements of Desired Functional Capabilities Necessary to Specify Greater Granularity
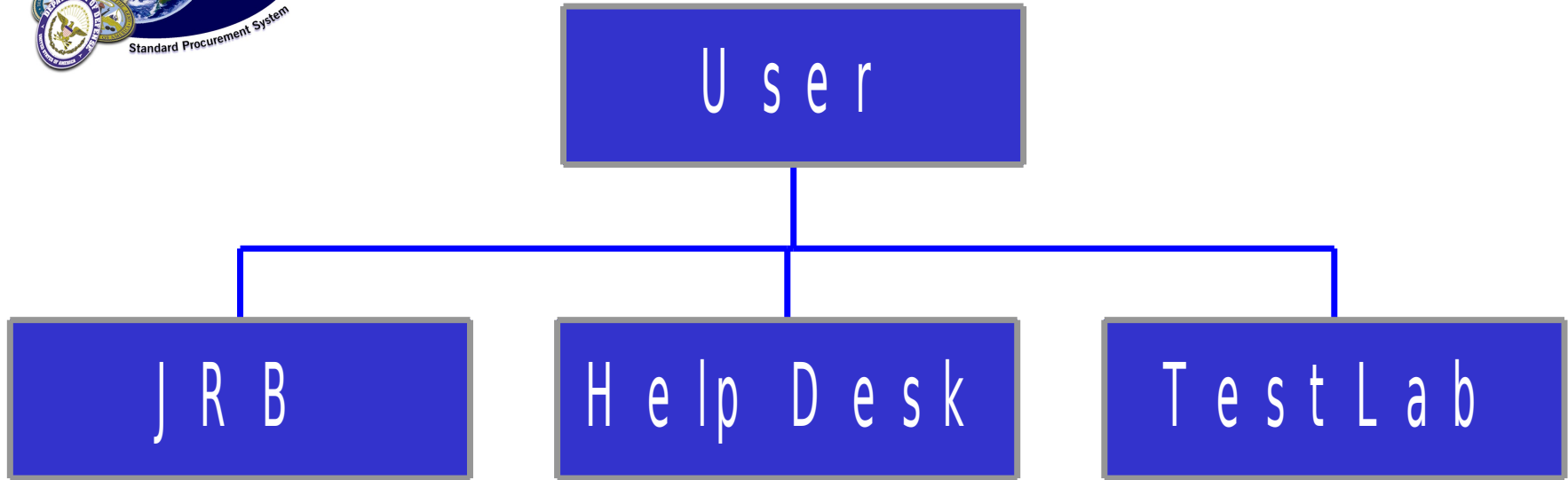
Current Practice by JRB:

Tell "How" in Detail

Result:
- Consistency from Form to Form
- In the Future Less Time in Testing Needed to Ensure Uniformity in Product Design
- Fewer Requirements Needed Since a Single Requirement Covers the Business Process, Rather than a Discrete Form or Contract Type

Old Requirements Process

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- Joint Statements of Desired Functional Capability Went to the PCO with Recommendation for Version.
- PCO and PM Decided When Things got Fixed.

- Some Issues got Entered in AMS Database.
- Some Issues got Fixed Whenever AMS Decided.

- Issues got Entered in Testing Database.
- After Acceptance Testing, a Subset of Issues went to JRB for Review.

Users got Frustrated Not Knowing When Software Would be Fixed!

Proposed New Requirements Process

User

J R B

Help Desk

Test Lab

- Joint Statements of Desired Functional Capability go to PCO as Prioritized Release Package.
- JRB / JCCB /ESG Decide What Functionality is Released and When.

- Some Issues get Entered in AMS Database.
- JRB has Access to see all Issues.

- Issues get Entered in Testing Database.
- JRB Reviews Issues daily. Nothing is Closed or Cancelled Without JRB Approval.

**Focus on User Satisfaction!
via Planned Releases**

New Requirements Process

- ➢ **Drastic Change!**
  - ➢ JRB Prioritizing Both New Statements of Desired Functional Capability and Deficiencies.
  - ➢ Using IEEE/EIA 12207 as Standard for Prioritization.
  - ➢ Success Criteria-- *No Priority 1s and 2s!*
  - ➢ Packaged, Predictable Releases

- ➢ **"Pyramid" Execution Structure.**
  - ➢ JRB Recognized as the Single Voice for *you — the SPS User!*
  - ➢ JCCB in Sync with JRB, Validating Priorities and Plans.
  - ➢ ESG Provides Departmental Direction for the Future.

Executive Steering Group
Vision, Conflict resolution

Joint Requirements Oversight Board
Approves requirements, validates priorities, co-ordinates cost and schedule

Joint Requirements Board
Clearly defines requirements, assigns priorities

Service Representation

New Process for Schedule Development

Timeline = Individual Service Project Plans

Total Number of 84 Joint Prioritized 1s and 2s Requirements *

4.2 Core

Increment 1	Increment 2	Increment 3

All Prioritized Requirements Feed the Joint Decision on a Joint Schedule for Releases

4.2 A   **4.2 B**   **4.2 C**

For the First Time, Packaged Prioritized Releases !

4.2 Yesterday

- **Awarded Sep 99**
  - 4.1.e capability with 30+ enhancements
- **Software (PD2/SPS-I) delivered Feb/Mar 01 (RC01)**
- **Software re-delivered Aug/Sep 01 (RC02)**
- **JRB evaluated RC02 deficiencies and deferred maintenance items (IEEE Standard)**
- **PMO increment strategy devised to "bucket" remaining product deficiencies and maintenance items**
  - "Fixes"scheduled to address specific communities
    - Increment 1: DLA BSM, Army VECO
    - Increment 2: DCMA, MOCAS replacement
    - Increment 3: remaining communities

4.2 Today

- **Focus on 4.2 capabilities**

- **Implement Mr. Wynne's 18 Jan 02 direction --**
  - **SPS FOC is deployment of version 4.2 to current users and others as appropriate**
  - **Realign existing funding to complete version 4.2**

- **$7.5M FY02 budget reduction**

- **PMO awarded transition order for Increment 1 software changes (~$6M)**
  - **Contract software delivery Apr 02**

- **Remainder of 4.2 program under review**

v4.2 Increment 1 Capabilities

- ➢ **Performance of server and query capability increased**

- ➢ **Added features and functions to build reports**

- ➢ **PR expanded to handle more complex documents**

- ➢ **Functionality added to award and issue orders under Basic Agreements, Basic Ordering Agreements and Master Agreements for Repair/Alteration of Vessels**

- ➢ **Menus more streamlined and user-friendly**

v4.2 Increment 1
Change Management Emphasis Areas

➢ **Cost code is no longer captured as a separate data field.**

➢ **Lines of accounting cannot be deleted; but must be reduced to zero when no longer applicable.**

➢ **The call/order code of the user creating the basic award is the default for all subsequent calls/orders.**

➢ **System permits duplicate DoDAACs with different addresses.**

New Phased Testing Process Enables Quality!

❖ **Functional Description (JRB)**

❖ **Formal Functional Design Review (Programmer)**

❖ **Testability/ Test Scripts (IV&V)**

Configuration Management

Integrated Product Team

❖ **Repeatable**
❖ **Predictable**
❖ **Automated when possible**

Requirement—Design—Test = Acceptance

Independent Verification & Validation (IV & V)

> ➢ Independent Contractor Support
> ➢ Discover Technical Issues and Reduce Functional Test Period
> ➢ Develop Confidence for LSVT

Joint with developer

Software Acceptance Testing (SAT)

> ➢ Functional Software Testing
> ➢ Leads to Deployability Decision

Acceptance

Lead Site Verification Testing (LSVT)

> ➢ Performed by Component at Designated Site

Performance

Increment 1 Assessment

- **IV&V contractor monitoring development process**
  - IV&V contractor and DCMA Quality Assurance Specialist in AMS Test Lab daily

- **AMS executing Government provided scripts**
  - Currently on second run-through
  - Progress to date is good—but Government action on SPS-I test scripts is lagging behind required dates; possible schedule impacts

- **Government testing began 11 April 2002**

- **Process implementation has made a difference!**

PROPOSED SPS INTEGRATED TEST SCHEDULE

APR 1-7	APR 8-14	APR 15-21	APR 22-28	APR 29-May5	May 6-12	May 13-19	May 20-26	May 27-	Jun 3-9	Jun 10-16	Jun 17-23

IPR 2

PD² Delvy

IVT
- DETERMINE IF ACCEPTANCE CRITERIA
  IS MET

I GTF -INDEPENDENT -VALIDATION PRODUCT

I GTF -INDEPENDENT VALIDATION SPS-I COLLABORATIVE

SPS-I
- DETERMINE IF ACCEPTANCE CRITERIA
  IS MET BASED ON IRD AND SCRIPTS

I SPS-I COLLABORATIVE TESTING

FPDS   **CBT**

PCA/ FCA

SATRR

ARMY SAT TESTING

NAVY SAT TESTING

AIR FORCE SAT TESTING

MARINE CORPS SAT TESTING

DCMA SAT TESTING

SAT
- 2 TYPES OF ISSUES
  - TEST REQTS BY SCRIPT
  - TESTERS IDENTIFIED ISSUES
- GTF VERIFIES ISSUES
- GTF DISPOSITION ISSUES/PM
- OTHER ISSUES TO JRB

I LSVT TESTING OF INC 1 SPS and SPS-I

LSVT
- MAY EXECUTE SCRIPTS
- PERFORM EXCURSION TESTING
- UPDATE CONOPS
- ISSUES FORWARD FOR POSSIBLE
  INCLUSION IN PRODUCT
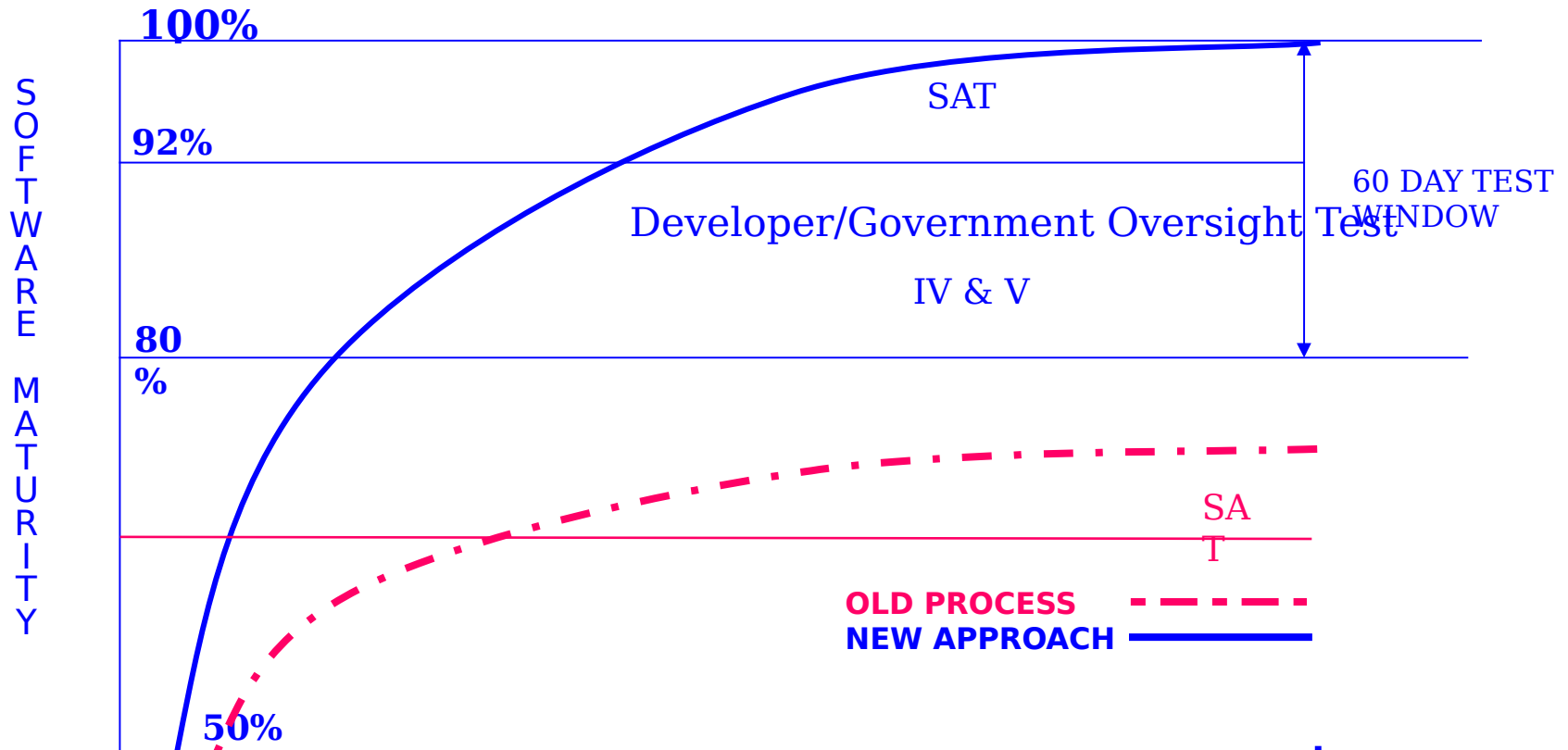
SPS
ACCEPTANGE

SPS- I
ACCEPTANCE

I INSTALLATION

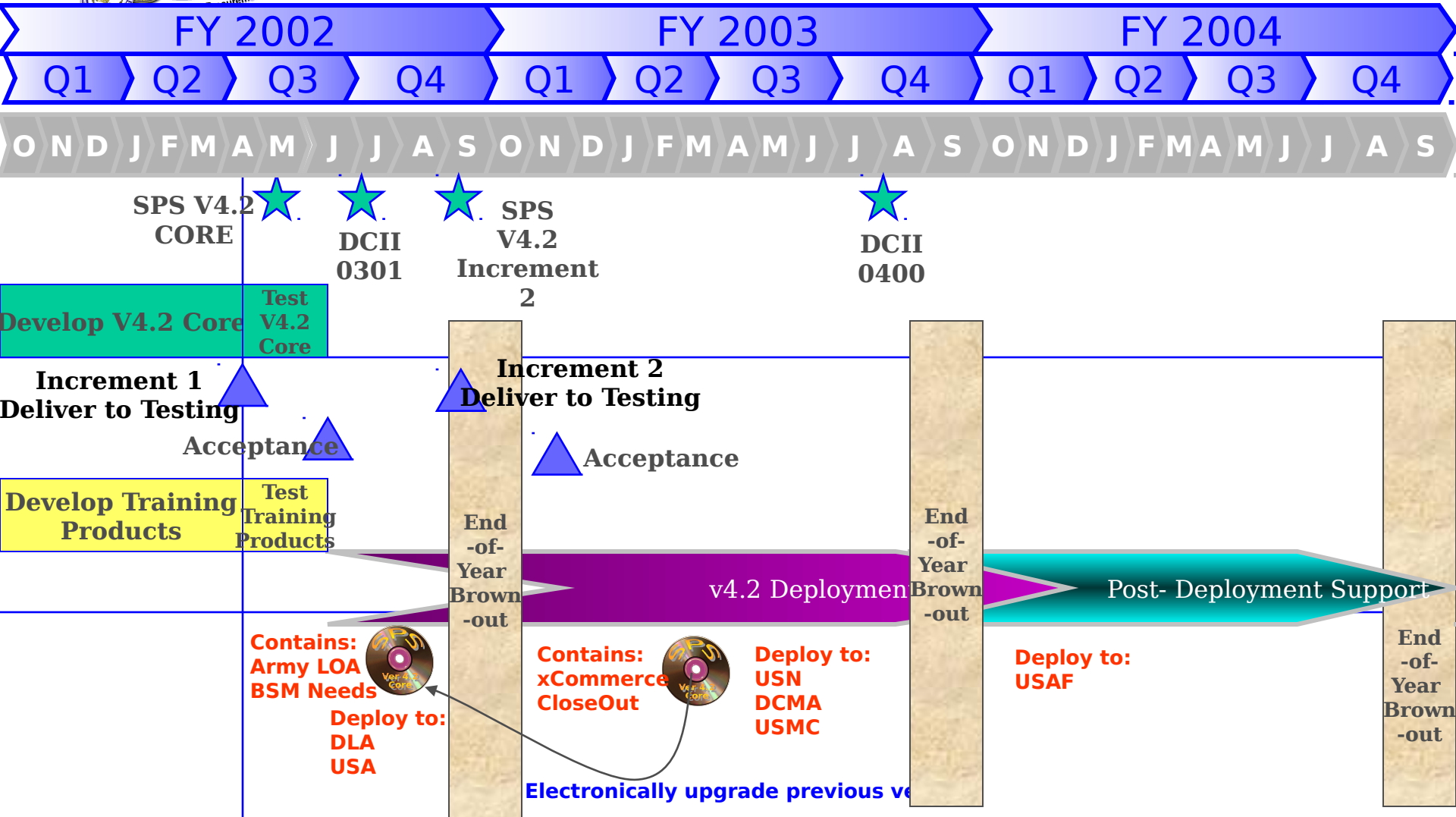**AMS**

SPS JPMO

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SPS MATURITY CURVE

SOFTWARE MATURITY

- 100%
- 92%
- 80%
- 50%

SAT

Developer/Government Oversight Test

IV & V

60 DAY TEST WINDOW

SAT

OLD PROCESS
NEW APPROACH

SPS V4.2 Schedule

FY 2002				FY 2003				FY 2004			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S

SPS V4.2 CORE

DCII 0301

SPS V4.2 Increment 2

DCII 0400

Develop V4.2 Core

Test V4.2 Core

Increment 1 Deliver to Testing

Increment 2 Deliver to Testing

Acceptance

Acceptance

Develop Training Products

Test Training Products

End-of-Year Brown-out

End-of-Year Brown-out

End-of-Year Brown-out

v4.2 Deployment

Post- Deployment Support

Contains: Army LOA BSM Needs

Deploy to: DLA USA

Contains: xCommerce CloseOut

Deploy to: USN DCMA USMC

Deploy to: USAF

Electronically upgrade previous ve

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Deployment

Total Package Funding Concept

- ➢ **JPMO Supported Deployment**
  - ➢ Increment 1 site survey
  - ➢ Self upgrade for Increments 2 & 3
- ➢ **Reduce deployment costs**
  - ➢ Manage extensively
  - ➢ Introduce competition
  - ➢ Maximize technical solutions before team deploys

➢ *For the First Time*

➢ All the Training materials are up to date with the software in the field, not 2 to 4 versions behind fielded versions of the software

➢ Training is being delivered with the Software, not 2 to 3 months after acceptance of the software

➢ Training materials have gone through several reviews at various levels with the contractor, JPMO, components and field users prior to first fielding of classes

Version 4.2 Training (cont…)

For the First Time

- Refresher training will be available at individual workstations with Version 4.2 through the Computer Based Training (CBT) application

- The CBT is modular in nature, therefore individuals will only need to review the portion of the process needed at any given time

- There will be an on-line Advisor that can walk individuals through processes within the SPS application while the user is actually in the SPS application.

Where I Need Your Help...

➢ **Feedback on your needs!**

➢ **Work with your Service Representatives (Desk officer and JRB Rep(s) as your voice to the JPMO**

➢ **Support and patience as we transition and deliver a quality capability to better meet you needs**
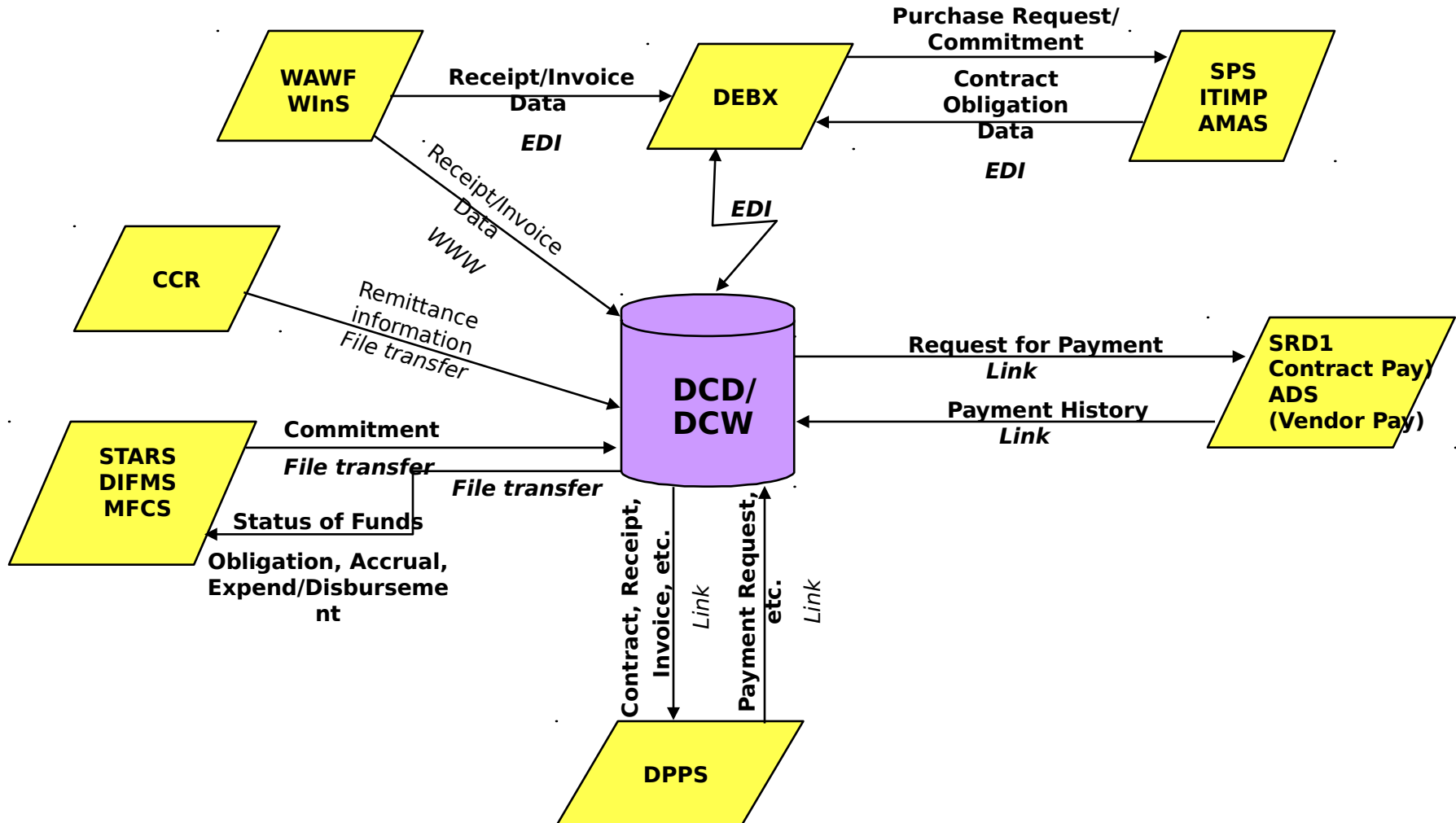
Program Summary

- ➢ **We Know Where We are and How to Fix What We Feel are the Program Weaknesses**

- ➢ **We've Changed Program Focus Towards "YOU"—Our Customer**

- ➢ **The SPS Team is Driving Hard Towards Ver 4.2**

End-to-End Procurement Process
The Vision . . .

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23 April 2002

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